



The Who, What, When, Where, Why, and How of the McKay Bay Waste to Energy Facility Operations Transition

2023 SWANA FL Summer Conference

July 24, 2023

City of
Tampa
Florida

Agenda



1 Background

2 Who?

3 What?

4 When?

5 Where?

6 Why?

7 How?

8 Importance to the Industry

McKay Bay Facility Background



1924 Rome Ave. Incinerator



1967-1979 Incinerator



1985-1999 Waste to Energy Facility

McKay Bay Facility Retrofit 1999-2002



McKay Bay Facility Operations Transition



Who?

Working Group:

Senior Advisors and Personnel directly responsible for implementation

Authority to provide guidance and approval

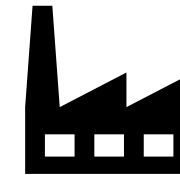
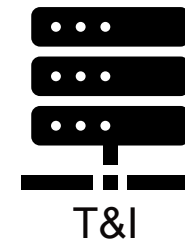
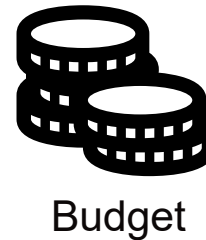
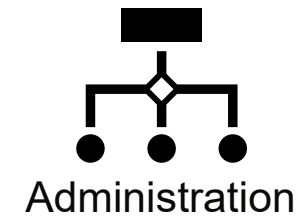
Led by Transition Plan Manager

Others:

Mayor and City Council

City's Department of Solid Waste and Environmental Program Management

Wheelabrator



Solid Waste Department and Operations



What?

McKay Bay Waste-to-Energy
Facility

1,000 TPD mass burn facility rated
at 23 MW

Transition from private operation to
public operations

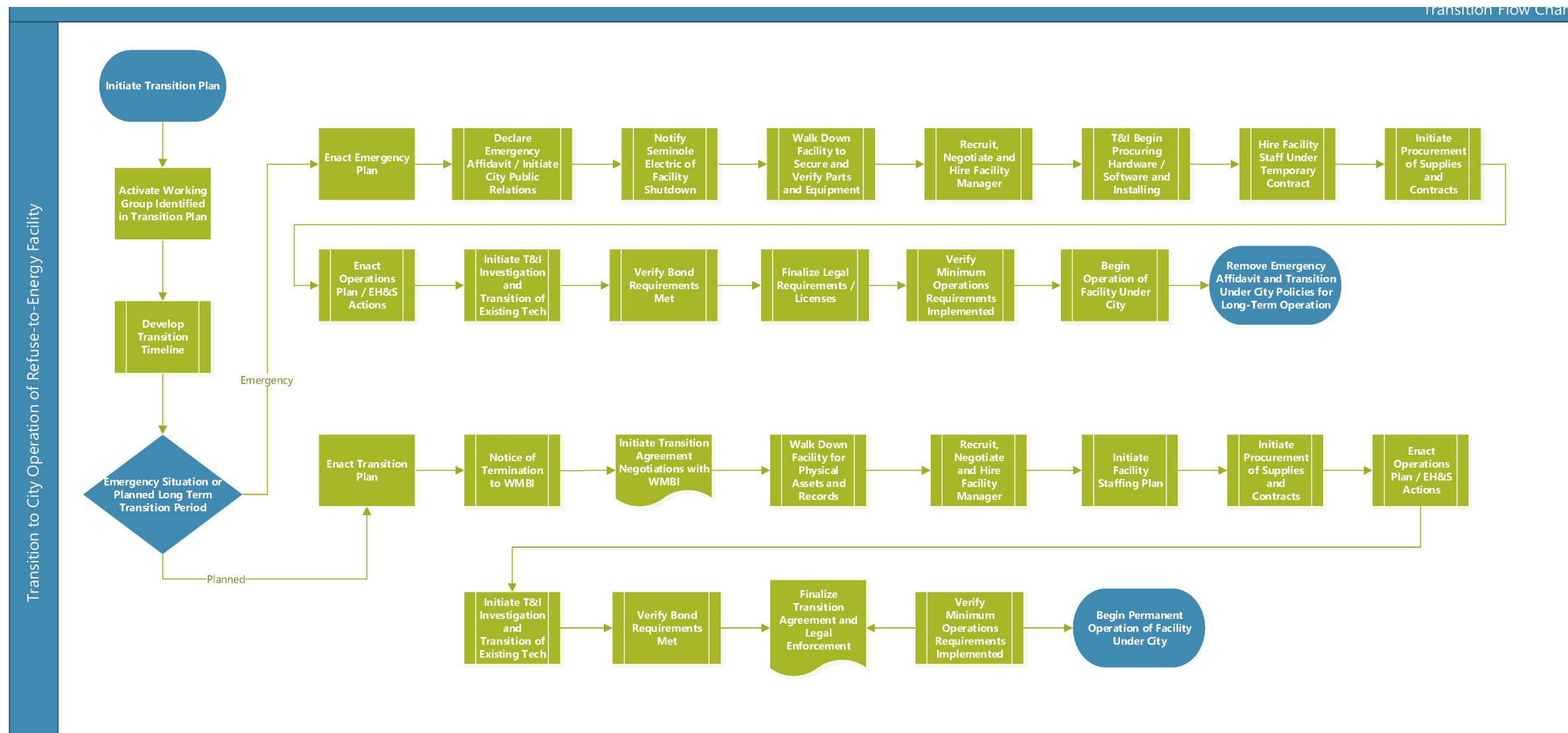
Transition Requirements

1. Bond Holder Requirements
2. City Requirements
3. Decision Matrix and Transition Flow Chart
4. Legal Considerations and Negotiations
5. Staffing and Operations: 51 Employees
6. 50-60 Suppliers and Contractors, eCert process
7. Environmental and H&S
8. Technology and Information Coordination

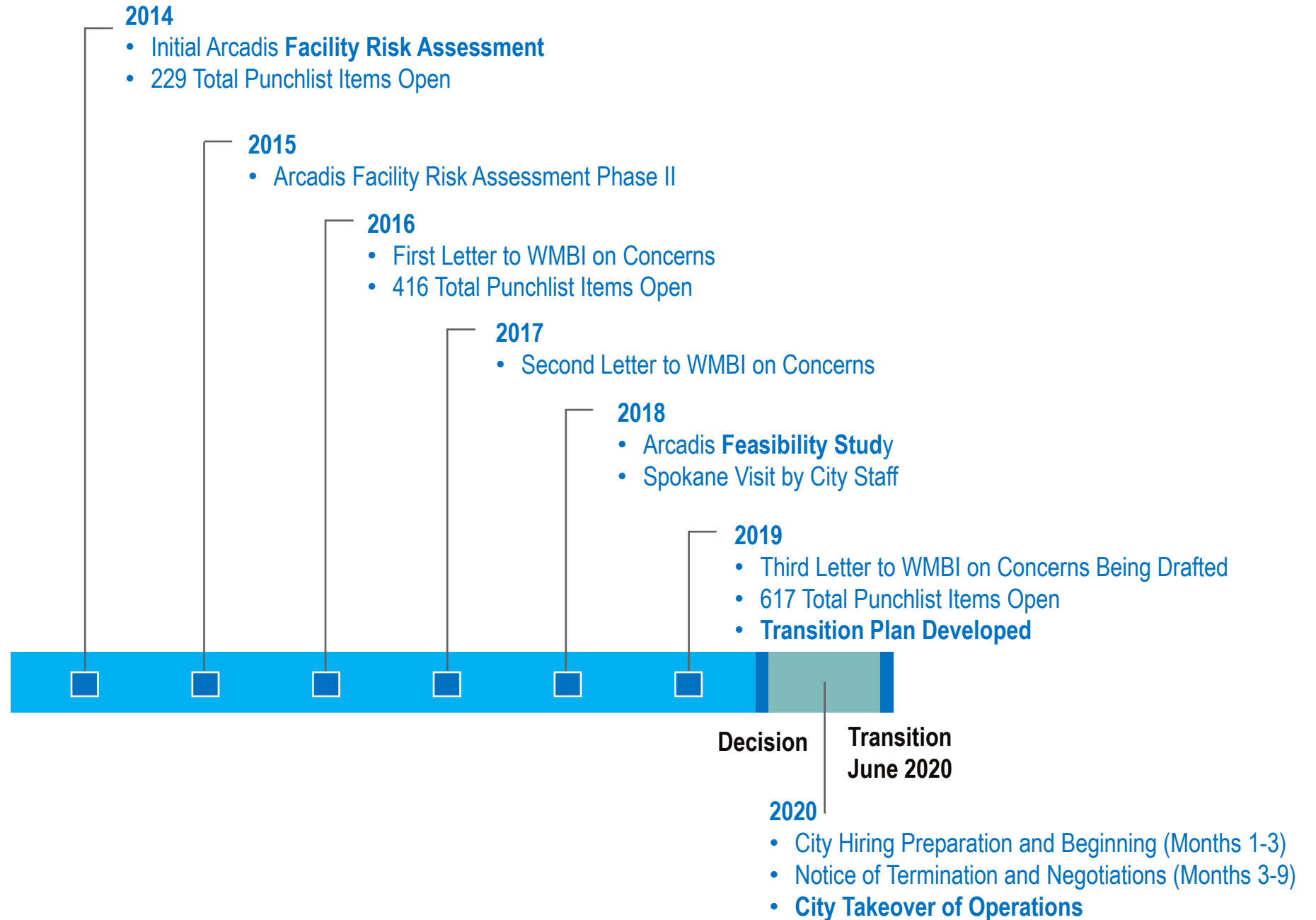
Other Considerations:

- PPA, PR, Stakeholder Communication, Insurance, Capital Planning

What?



When?



Where?

Tampa Metropolitan Area, surrounded by three other Waste-to-Energy facilities.

McKay Bay Complex:

- Transfer Station
- Scale House
- Future Solid Waste Fleet Maintenance and Administrative Offices

Waste diversion plan utilizing surrounding disposal facilities

Provides opportunity to self power the complex, a long-time goal of the City.



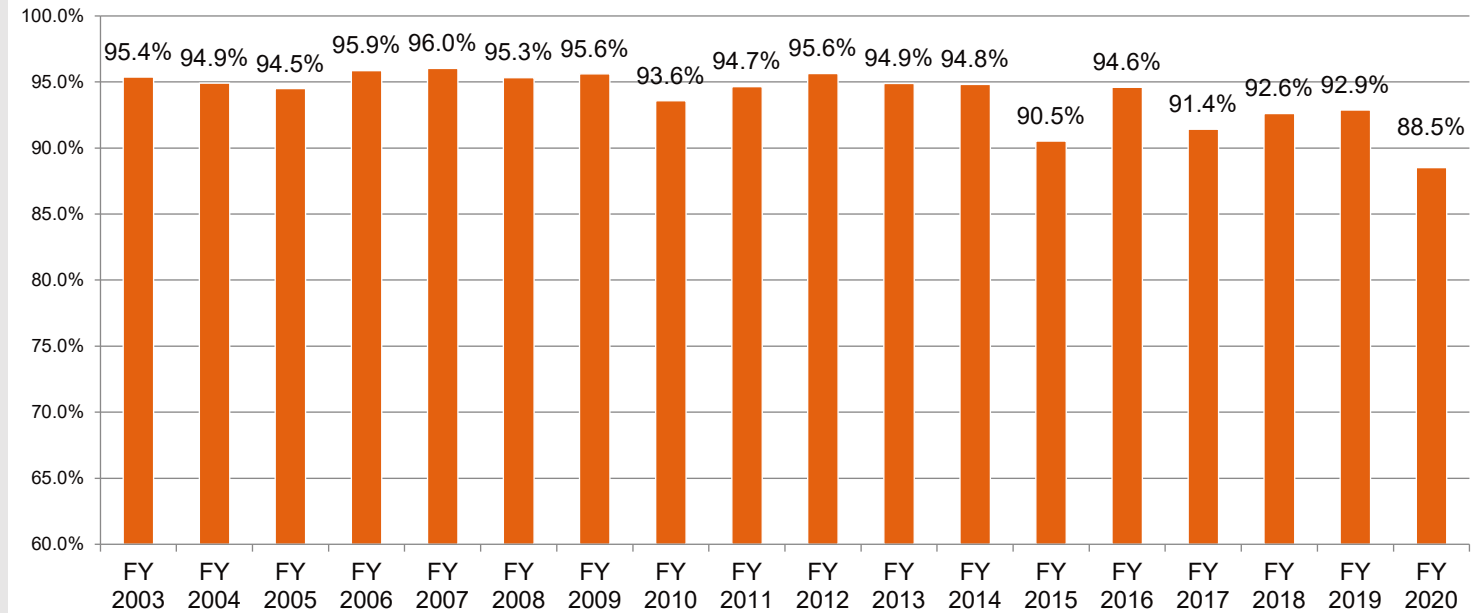
Why?

City to gain total control over asset

Bring risks under Department control:

- Facility longevity
- Capital project planning
- Operation perspective/reliability
- Coordination with scale house and transfer station

Average Facility Availability



Feasibility Study

Costs
Growing punchlist
Limited operator availability

Operations Performance

Availability
Downtime
Waste Diversion

How?

- **Identify Risks**
- **Feasibility Study**
- **Emergency Plan**
- **Transition Planning**
- **Implementation**

City of Tampa Solid Waste and Environmental
Program Management

TRANSITION PLAN

McKay Bay Facility

October 17, 2019



How?

- **Identify Risks**
- **Feasibility Study**
- **Emergency Plan**
- **Transition Planning**
- **Implementation**

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6. Waste Diversion Plan
7. Facility Staffing Plan
8. Procurement of Supplies, Parts, and Services
9. EH&S Compliance
10. Technology and Information
11. Operations
12. Transition Schedule
13. Other Considerations

How?

Must Have

- Stakeholder Support
- Financial Review/Feasibility
- Due diligence
- Leader/Champion of the transition

Good to Have

- Technical Knowledge of Facility Condition
- Outside Technical and Legal Advisors
- Experience in public operation of other utilities
- Experience in WTE operations and transition
- Staff retention (private to public)

Lessons Learned

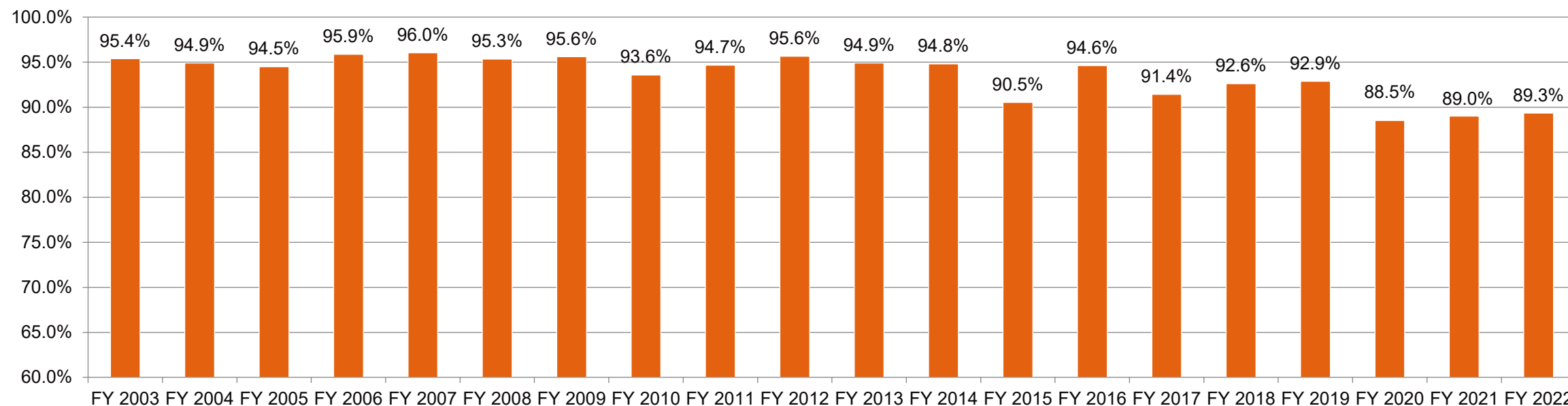
- Plan for more staff and HR Coordination
- Dedicated funding for capital and maintenance
- Supplier contracts – develop RFPs early, communicate with existing suppliers
- Procurement of services, especially for unscheduled outages
- Plan for discovery work
- Plan for CHANGE
- You get what you pay for



How is it going now?

- Implementing Design-Build Capital Project at Facility
 - Outage Scheduled for February 2024
- Operations Data
- Realized Cost Savings
- Other Challenges
- Relocation of SW Fleet and Admin to Complex under design

Average Facility Availability



Importance to the Industry

- Many US WTE Facilities nearing end of O&M terms requiring capital investment
- Owners to consider options for future of their facilities
- Challenges administering and enforcing O&M Contracts with increasing operational costs
- Changing private to public operations may be a viable option
- Intentional planning and collaboration required for successful operations transition



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